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Next 1 Page(s) In Document Exempt

Approved For Release 2003/01/27 : CIA-RDP81-00261R000600050009-6

MEMORANDUM FOR: Management and Services Advisory Group
SUBJECT : Minutes of Meeting - 20 December 1973

1. The following discussion took place:

a. It was agreed that the briefs, Nos. 9 and 10, on the subjects of CIA Letterhead and VIP Unit Price should be sent to Mr. Brownman.

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b. It was agreed that the papers submitted by [] on the subject of Morale and Incentive Awards and by [] on Drug Abuse should be reviewed further and that comments be forwarded to those two individuals by 27 December 1973.

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c. [] advised that the panel discussion held [] with members of the December Trends and Highlights Group was received very well by the Group.

d. A brief comment was made that the MSAG paper on DDM&S Control of M&S Positions and Personnel received a negative response from Senior Management and would probably be shelved. This topic will be discussed further at the meeting with Mr. Brownman on 8 January 1974 at 10:00 a.m. in the DDM&S Conference Room.

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Approved For Release 2003/01/27 : CIA-RDP81-00261R000600050009-6

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MEMORANDUM FOR: Management and Services Advisory Group
SUBJECT : Minutes of Meeting - 3 December 1973

1. The following discussion took place:

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a. [] will mention to the DDM&S (Tex P.) that replacements should be planned for the MSAG members who are on a six-month tour.

b. Unanimously agreed that no papers would be sent forward unless all MSAG members had a chance to comment.

c. Supergrade and SPS Fitness Report suggestion has been dropped.

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d. [] will have a Brief on Morale and Incentive Study for 17 December meeting.

e. The Attitudinal Survey was received and will be routed to all MSAG members.

f. MSAG agreed that all future meetings will be on first and third Mondays of the month.

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2. It was suggested that a meeting be set up with Mr. Brownman for all "old members of MSAG" along with the new candidates. [] will check and advise.

3. Two suggestions for new topics were received:

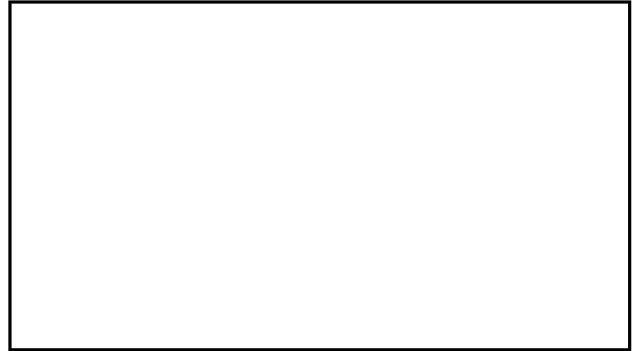
a. Employee Information on CIA Letterhead.

b. VIP Unit Price.

Approved For Release 2003/01/27 : CIA-RDP81-00261R000600050009-6
SUBJECT: Minutes of Meeting - 3 December 1973

4. In the future all MSAG members will comment, either in writing or orally, on all papers.

5. Next MSAG meeting will be 17 December 1973 in Room 3F23 at 1500 hours.



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29 November 1973

MEMORANDUM FOR: Management and Services Advisory Group (MSAG)

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THROUGH : [] December Chairman, MSAG

SUBJECT : Management and Services: Trends & Highlights

1. On behalf of the participants of the 45th running of Trends and Highlights, I would like to extend an invitation to the Management and Services Advisory Group (MSAG) to send two representatives to join in a panel discussion. The date for the panel session is Tuesday, 11 December, and, although the panel hours are from 1900 to 2100, I am hopeful your representatives will be able to attend the evening social hour from 1700-1800 and dinner.

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2. For those of you who might be unfamiliar with the Trends and Highlights course, let me provide some brief background data. The course is primarily designed to acquaint M&S personnel with recent developments in and future directions of the M&S Directorate. It is conducted six times a year for one week in residence []

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[] This session begins 10 December and ends 14 December. The participants in the course, who usually number between 40 and 50, are drawn from nearly all components of the M&S and represent just about all grade and age ranges. The recent emphasis given to advisory groups in the M&S Directorate and component offices seems to represent an important trend within the Directorate, and one with which the people in the course ought to be familiar.

3. I would like to entitle this presentation as "Management Advisory Groups: New Input into the Management Process." I am attaching copies of a Scope Note which suggests the general terms of reference for the presentations of the panel members. Since there will be two representatives from MSAG, I would suggest that one representative devote his attention to describing the organization and the functioning of the MSAG. The second representative could then focus upon the role of MSAG and the issues with which it deals. Among the many questions that come to mind and from which you might want to select for consideration are: What are the issues which concern MSAG; how are they surfaced; what action can or does the MSAG take; what is the form and substance of the action; how does management respond; and finally how does management act upon any recommendations?

4. There will be four panel members, two from MSAG, possibly one from Finance's advisory group and one from OTR's advisory group. These individuals will discuss their respective organizations. The format will consist of each panel member talking for about 5-10 minutes. Clearly, more time by any one individual member would cut seriously into the program. After each panel member has given his or her remarks, the discussion would then be open to the floor for questions and differing points of view. The schedule will show that the panel has two hours time, but you need not feel tied to it; we'll let the discussion end at its natural stopping place.

5. I look forward to an interesting and lively session on the 11th and to welcoming the MSAG representatives. As soon as possible, I will need to know the names of the individuals you select to send as well as what their plans are for the evening. In the meantime, do not hesitate to call me on extension [redacted] if you have any questions.

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SCOPE NOTE

ADVISORY GROUPS: A NEW INPUT INTO THE MANAGEMENT PROCESS

A new forum, known generically as Advisory Groups, has begun to flourish throughout the Agency, in our Directorate and in component offices. These are mechanisms for management to reach outside the vertical organizational structure and get insights and views of the employees into the managerial process. They also provide employees with an opportunity to get their ideas to the attention of the highest levels of Agency management. In an informal evening session, a representative from the Agency Management Advisory Group (MAG), the Management & Services Advisory Group (MSAG) and a component office group will describe how their particular organizations function, the purpose they serve and the issues with which they deal. There will then be an opportunity to explore with the panel members those things of concern to you.

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OTR-3276

11 NOV 1973

MEMORANDUM FOR: Deputy Director for Management and Services
SUBJECT : DD/M&S Control of M&S Positions and Personnel
REFERENCE : Memo dtd 15 Oct 73 to DD/M&S fm MSAG, same subject

1. This responds to your request of 2 November 1973 for comments on the Management and Services Advisory Group (MSAG) recommendation that DD/M&S seek "control authority for all M&S positions and personnel."
2. Only four positions carrying the "MT" designation are located in other Components (all four are in NPIC), so OTR has little direct involvement at present with the issue posed by MSAG. Nevertheless, we have a long-standing concern with the general subject and have followed it with keen interest, particularly during the period in 1967-68 when DD/S and DD/P were trying to negotiate a number of adjustments in career designations of positions in their respective Directorates. Included in these negotiations was the proposal (which DD/P did not accept) that the bulk of OTR's Ops Instructor positions carry a "D" designation.
3. None of our considerations of this issue, however, in 1967-68 or since, has included the suggestion that our Directorate ought to have "primary control" - i.e., ceiling control - of the positions involved. We haven't thought this necessary or desirable. And we fail to follow the logic of MSAG's contention that lack of ceiling control is "inequitable and significantly limits the DD/M&S in effectively accomplishing long-range planning of Directorate personnel resources."
4. Under the present system, DD/M&S does know his personnel commitments to other Directorates and thus can plan the intake, development, and management of his careerists. Any change in those commitments must be coordinated with him and differences of view are negotiated on a reasonable and equitable basis. If Saigon, for example, is required to take a ceiling cut, its impact on the Support elements of the station is carefully evaluated and a decision reached, first at the station in full coordination with the

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Support Chief there, then in similar manner with the Support Chief of EA Division, with the Heads of the DD/M&S Offices affected, and finally with the DD/M&S.

5. We think it is illusory to believe that a different result would be achieved if DD/M&S had "primary control" of the Support slots in Saigon and thus could frustrate or override the judgements reached at the successive levels involved - and in which senior Support Officers have a very influential, if not decisive, voice. Indeed, we would be rather worried if that were possible (and we assume the point of MSAG's recommendation is that it should be possible) because it would very likely, and perhaps quickly, undermine the cordial relationships that have long existed between DD/M&S and the other Directorates. Also, Support Officers serving with other Directorates might be cast in the role of outsiders, whereas they are now accepted as full-fledged members of the management team of their Components.

6. In short, we think DD/M&S now has the tools needed for long-range planning and development of his careerists, and we counsel against seeking ceiling control of Support positions in other Directorates.

[Redacted Signature]

Acting Director of Training

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MEMORANDUM FOR: Management and Services Advisory Group
SUBJECT : Minutes of Meeting with Mr. Brownman

The DD/M&S Management and Services Advisory Group convened with Mr. Brownman at 1:30 p.m. on 13 November 1973 in the DD/M&S Conference Room.

STATINTL Mr. Brownman welcomed all MSAG members and was presented a MSAG Agenda by Mr. Brownman commented on the following topics. His comments are keyed to the MSAG Agenda.

A. Papers Completed

1. Quality Step Increase Program - Mr. Brownman said that we should maintain the status quo of the QSI but that management might look into "tightening up" on the QSI. He commented that he was disturbed by the QSI criterion "performance must be sustained for at least six months and must give promise of continuing." He appeared favorable to the cash award mentioned in the MSAG paper but felt that perhaps the QSI award was more feasible depending on the circumstances.

2. Agency Regulatory System - He did not agree with the DDO response to delays in publishing regulations but felt that regulations were delayed in publication. He said he would bring this problem before the Agency Management Committee. In addition he stated that the Records Control Branch, DDM&S, would be moving to the Headquarters Building and would be located more closely to offices involved in the regulations coordinating process.

3. Establishment of a Secretarial and Clerical Career Service - He was favorable to this recommendation but felt that it should be established by Directorate and that perhaps the DD/M&S should establish a clerical/secretarial service as a pilot program within the Agency, review its feasibility before establishing the career service elsewhere in the Agency.

4. DD/M&S Position Control - He did not think this idea feasible and felt that DDO because of OPRED should make the final determination whether or not DD/M&S slots overseas should be retained or abolished.

B. Management Briefs Completed. He said he was in favor of our submitting Management Briefs and recommended we continue this practice on short topics.

1. Agency Space Problem - He commented this problem was more or less settled during the week of 5 November 1973 through discussion with and decisions reached by Senior Agency Management personnel.

2. Tube System Use - He stated that perhaps the Tube System was not being used fully and that a notice might be circulated emphasizing the availability of the tube system or that consideration be given to elimination of the tube system. He cited problems in complying with security restrictions in using the tube system for certain "codeword" correspondence.

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3. Fire Drills - He stated that the last fire
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drill was held with the intent that it was planned on a
"need to know" basis and that he didn't even know when
it was to be held. Unfortunately, certain steps
taken by various offices "leaked" the fire drill info
through the "grapevine."

4. Inter-Office Envelopes - He stated he contacted
Mr. Van Damm on this problem and that OL would pursue
this problem further.

5. Commuter Service - He commented that car pools
would be encouraged and that a new Headquarters Parking
System would be established by 1 January 1974 for the
purpose of assigning parking spaces.

6. Expand CIA Displays - He thought this was a
good idea but that security factors would play a major
role.

7. Office Name Changes - He agreed that improvement
could be made in this area and that the Office of Per-
sonnel should pursue this problem.

8. Office-wide Meetings - He said he was not aware
that office-wide meetings were not being held but that
he would encourage his Senior Office Heads to pursue
this program. He stated further that he would prefer to
have more frequent meetings with MSAG.

C. Projects Currently Being Studied - He reviewed the
seven topics on the MSAG Agenda and encouraged MSAG to pur-
sue them.

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D. Open discussion on new and old business including Mr. Brownman's trip - Because of other pressing business Mr. Brownman apologized for not being able to comment further.

E. Upcoming Events - Mr. Brownman was pleased to hear that MSAG is meeting with Mr. [REDACTED] STATINTL OPPB! and with other MAG's ~~on 19 November~~ at 4:00 p.m. on 19 November 1973.

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9 NOV 1973

MEMORANDUM FOR: Deputy Director for Management & Services

SUBJECT: Office-wide Meetings

1. The Management & Services Advisory Group has received some feedback regarding the office-wide meetings held by some M&S components that we feel would be of interest to office management.

2. In a word - favorable - that's been the response from the OJCS, OS and OL office-wide meetings held to date. The MSAG has taken note of these meetings and recommends similar sessions be held on a semi-annual, annual or as the need dictates basis by all components in the DDM&S.

3. The employees appreciate being kept informed on current policy changes being considered or made, especially when that information comes from the Office Head himself. This forum improves morale, eliminates rumors, provides for a general exchange of information and goes a long way in giving a sense of unity among the members of the office involved.

Management and Services Advisory Group

Approved For Release 2003/01/27 : CIA-RDP81-00261R000600050009-6

9 NOV 1973

MEMORANDUM FOR: Deputy Director for Management & Services

SUBJECT: Office-wide Meetings *Brif #8*

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Management and Services Advisory Group

Management action:

DDM&S agreed; OF format suggested
7/74

8 NOV 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : DD/M&S Control of M&S Positions
and Personnel

REFERENCE : Memo to DD/M&S fr SMAG dtd 15 Oct 73,
same subject, DD/M&S 73-4106

1. The Security Career Service unequivocally endorses the recommendation contained in referent memorandum. We believe that prompt action in this direction is important, not only to the internal management of the various M&S career services, but to the continued effective administration and management of Agency activities in general.

2. Under the present system for controlling M&S positions, there appears to be a natural tendency for other Directorates to accomplish their assigned ceiling reductions in part by reducing their M&S positions below what might be considered the minimum effective level. The resultant degradation in support may not, in some areas such as security, become readily apparent until significant damage has already been done.

3. The need for each M&S position in the Agency should be considered on its own merits, uninfluenced by a compensating gain or loss to another career service in terms of its own ceiling strength. Such an objective evaluation will become possible only when DD/M&S has gained control of the ceiling for all M&S positions.

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Howard J. Osborn
Director of Security

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7 NOV 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT: Office Name Changes

1. The Management & Services Advisory Group has received a suggestion requesting some method or central place be established where office names, initials, phone & room number changes are either recorded or cleared to end the confusion caused by reorganizations or office moves.

2. This is a constant irritation shared by all registries, couriers and secretaries sending or receiving mail. The man-hour loss, time delays and confusion are immeasurable.

3. Some examples cited were:

CCS - Is it Contract Claims Section, Central Cover Staff or Cover & Commercial Staff?

PPB - Is it Planning, Programming and Budgeting or Professional Placement Branch?

C/PS - Is it Chief, Plans and Systems, Chief, Planning Staff or Chief, Psychiatric Staff?

CT - Central Travel, Career Trainee or Compensation and Tax.

4. We pass this on to management for whatever action they deem appropriate.

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7 NOV 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT: Expand CIA Displays

1. The Management & Services Advisory Group has adopted a suggestion that MSAG feels warrants your consideration.

2. MSAG believes that the CIA "in-house" displays put on by the Fine Arts Commission should be expanded and shown to the general public. By general public, we mean school children, visitors to the Capital Area, tourists, etc. The displays are envisioned in the Smithsonian, Science & Technology, and Library of Congress.

3. The purpose of the displays would be primarily educational with public relations and long-term recruiting potential as secondary goals.

4. Some of the ideas suggested for an expanded CIA display would be:

a. A CIA books and publications display showing our contribution to the President and other government agencies, colleges, etc.

b. The award winning - Drug Display.

c. The Cuban Missile Crisis - Display.

d. The Berlin Tunnel Exploits.

e. Continuous running on a monitor of the film - "Need to Know" as part of a larger display.

f. The current display of Nathan Hale and the history of spying via stamp, publications, etc.

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#6

g. A display showing commercial applications of products currently on the market that CIA originally engineered.

- (1) Xerox telephonic copying
- (2) Metal detectors for airport use
- (3) Paraffin test currently used by police

5. MSAG feels the time is right for expansion of our displays when good judgment and security considerations can be satisfied and the necessary approvals obtained.

Management & Services Advisory Group

7 NOV 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT: Commuter Service

1. The Management & Services Advisory Group has received a suggestion of merit that MSAG feels warrants your consideration.

2. In keeping with the area-wide campaign to keep cars from the downtown area by car pools, bussing, and computer matching, the Agency should do its share by adopting or considering some of the following:

a. Expand the Shuttle Service - Permit employees who work in the Rosslyn areas to park at Hqs and board the shuttle to downtown areas. This is currently being done on an informal basis within the existing schedule and seems to be working. *spell out*

b. Explore the feasibility of utilizing other Government agency shuttles serving the same areas. Pool these facilities.

c. Experiment with computer-assisted car pooling among Agency employees. Without utilizing a large amount of OJCS resources, can existing data be taped for matching purposes? *Relocate*

d. ~~the~~ Car pool boards in Ames Bldg. ~~should be relocated~~ to a more accessible space. *typed*

e. Conduct a campaign to encourage car pooling among Agency employees. Signs, charts, and displays might be utilized.

f. Examine results of Agency survey on car pooling to determine trends and ways to improve car pool usage.

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g. Determine how Hqs car pool board can be made more effective. Possibly a light displayed in the block whenever a car pool ride is wanted.

Management & Services Advisory Group

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7 NOV 1972

MEMORANDUM FOR: Deputy Director for Management & Services

SUBJECT : Career Development for Clerical Personnel

1. In August 1972 the Junior Officers' Study Group concluded that "many Agency secretaries are among the most dissatisfied of CIA employees." The MSAG feels that there has been relatively little progress during the past year toward solution of some of the issues raised in the report by the Study Group. Essentially the problem is lack of confidence on the part of clericals that their career development is being thought about. Our informal interviews with clerical/secretarial personnel from various DDM&S offices brought the following points to light:

- a. There is a need for a meaningful career counseling program, ~~both~~ pre-employment, prior to assignment from the "pool," and during a secretary's work career.
- b. Secretaries and clerks feel the need for more training, both in-house and in outside courses. (Not) just refresher courses in shorthand and typing, but secretarial science courses (e.g. Human Behavior in Organizations, Records Management, etc.) and substantive courses on the Agency.
- c. Secretaries cite the lack of a fair system for competing for job vacancies. They feel that information about job possibilities within the Agency is not readily available, and express the desire to compete openly for vacancies rather than individually searching for "head room" slots.
- d. Lack of responsibility, variety and/or challenge in the work is often mentioned as a cause of discontent.
- e. Better-educated and better-qualified secretaries and clerks who are looking for ways to move up into quasi-professional jobs find opportunities severely limited. (6.1% of the people in clerical positions have some kind of college degree and many are studying toward degrees).

2. Although the nature of the work itself -- particularly for typists and registry clerks -- makes it difficult in some cases to make the job challenging, several parts of the problem could be resolved or ameliorated by changes in personnel policy or management. Following are some thoughts:

a. Training courses beyond those limited to clerical skills should be offered routinely to all clericals (e.g., CIA Today and Tomorrow, M&S Trends and Highlights). In addition, the Office of Training should develop a course for clericals who are not yet eligible for the Office Managerial Course, but who are in a position to compete for jobs at the GS-08-09 level.

b. Greater and regular rotation of clericals within the Directorate would go a long way toward easing the problem of lack of variety in the work. Mandatory rotation after three years in a position below the GS-07 level might be considered.

c. Before a clerical can move into the professional ranks, it is necessary for the individual to take the PETB. Perhaps this test battery should be administered to all clericals GS-07 and above to determine their capability for further growth.

d. The Agency should seriously consider greater use of part-time secretaries. Although it may be difficult to find people who are willing to work the afternoon shift of a shared position, we should not reject this proposal until we have tried it. Part-time employees, particularly women with domestic responsibilities, expect less from their job because of satisfiers outside of it. Moreover, there is a great reservoir of secretarial talent among women who are unwilling to work a full day. Tapping that reservoir could improve the overall quality of our clerical personnel.

e. MSAG supports the proposal of the Study Group to establish a Clerical Career Service. Such a Career Service could be the instrument for implementing a Career Development Program for clericals. Training, career counseling, rotation, and the dissemination of job information could all be facilitated by it. If separate career services were established for secretarial and clerical employees, the secretarial service would have [] positions while the clerical service would have []. These are admittedly large services, but not out of line with current management thinking about revising the Career Service System.

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9 NOV 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT: Establishment of a Secretarial and Clerical
Career Service

1. The Management & Services Advisory Group (MSAG) recommends priority consideration be given to the establishment of career services covering secretarial and clerical employees. MSAG feels the time for this consolidation and upgrading is right and that there are advantages to be gained by both the personnel and the Agency if such action is approved.

2. If separate career services were established for secretarial and clerical employees, these two groups would constitute approximately 31% of the FY74 total Agency position strength or positions. The secretarial career service would have positions while the clerical career service would have the remainder or positions. These are admittedly large services, but not out of line with current management thinking about revising the Career Service.

3. MSAG reached its conclusion after reviewing the lack of progress made on suggestions of a similar nature by the Junior Officers Study Group in August 1972 on this same subject and by conducting informal interviews with secretarial/clerical personnel from our respective offices. Essentially the problem is a lack of confidence in management (at all levels) on the part of clericals that their career development is being thought about.

4. Our findings brought the following points to light:

a. There is a need for a meaningful career counseling program, at pre-employment, prior to assignment from Temporary Assignment Staff, and during a secretary's work career.

b. Secretaries and clerks feel the need for more training both in-house and in outside courses. These should not be

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just refresher courses in shorthand and typing, but secretarial science courses (e.g., Human Behavior in Organizations, Records Management, etc.) and substantive courses on the Agency.

c. Secretaries cite the lack of a fair system for competing for job vacancies. They feel that information about job possibilities within the Agency is not readily available, and express the desire to compete openly for vacancies rather than individually searching for "head room" slots.

d. Lack of responsibility, variety and/or challenge in the work is often mentioned as a cause of discontent.

e. Better-qualified secretaries view themselves as a group of employees who share a common standard of professionalism. They feel that their collective contribution to the Agency should be recognized and that they should have an identity as part of a career service.

f. Better-educated and better-qualified secretaries and clerks who are looking for ways to move up into quasi-professional jobs find opportunities severely limited (6.1% of the people in clerical positions have some kind of college degree and many are studying toward degrees).

5. Although the nature of the work itself -- particularly for typists and registry clerks -- makes it difficult in some cases to make the job challenging, several parts of the problem could be resolved or ameliorated by changes in personnel policy or management. Following are some thoughts:

a. MSAG recommends the establishment of the secretarial/clerical career services and urges your earnest consideration in conjunction with the OP personnel management studies now under-way. The career service would provide:

(1) a competitive promotion policy for the best qualified,

(2) the instrument for implementing a Career Development Program for clericals,

(3) consolidation of duties of similar types,

(4) recognition of the secretarial/clerical career service as a profession,

(5) provide centralization for testing, interviews, counseling information and training, and

(6) promote better personnel management.

b. Training courses beyond those limited to clerical skills should be offered routinely to all clericals (e.g., CIA Today and Tomorrow, M&S Trends and Highlights). In addition, the Office of Training should develop a course for clericals who are not yet eligible for the Office Managerial Course, but who are in a position to compete for jobs at the GS-08-09 level.

c. Greater and regular rotation of clericals within the Directorate would go a long way toward easing the problem of lack of variety in the work. Rotation after 3 years in a position below the GS-07 level might be considered.

d. Before a clerical can move into the professional ranks, some career services require individuals to take the PETB. Perhaps this test battery should be administered to all clericals GS-07 and above to determine their capability for further growth.

e. The Agency should seriously consider greater use of part-time secretaries. Although it may be difficult to find people who are willing to work the afternoon shift of a shared position, we should not reject the concept. Part-time employees, particularly women with domestic responsibilities, may expect less from their job because of satisfiers outside of it. Moreover, there is a great reservoir of secretarial talent among women who are unwilling to work a full day. Tapping that reservoir could improve the overall quality of our clerical personnel.

Management & Services Advisory Group

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PERS 73-4615

DD/MES 73-4079

16 OCT 1973

MEMORANDUM FOR: Deputy Director for Management and Services
SUBJECT : Quality Step Increase Program
REFERENCE : Memo from MSAG dated 14 Sep 73, same subject

1. We have studied MSAG's memorandum dated 14 September 1973 on the subject of the Quality Step Increase Program. It's clear that the members have a thorough knowledge of the subject, including problems encountered in administering the program.

2. MSAG has pointed out that the QSI Program is somewhat costly because of the cumulative effect a QSI has on future salary changes. This is true. However, the cumulative effect is spread over a relatively long period of time and varies substantially from case to case. More importantly, the cumulative effect is precisely what makes the QSI a meaningful and appreciated incentive payment -- certainly much more so than a one-time and soon spent "bonus." In terms of the effects the Program has on employees (both financial and psychic), we feel the cost to be fully justified.

3. It is important to remember that the QSI Program is long-standing and government wide. In our opinion, since costs are not a limiting factor, we should continue to participate. Over the years, our percentage of QSI awards has lagged behind the rate for the rest of government. Last year, for the first time, it was about the same [redacted] (our work force). This is indeed a modest rate. Hopefully it can be increased.

4. Paragraph 4 of the MSAG memorandum contains recommendations for changes in the Agency QSI regulation. We look upon these changes as restrictive and too confining. We would prefer to retain the ability to exercise both judgment and flexibility in administering the Agency QSI Program.

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5. Let me also comment on the alternative recommendations (b) and (c) in paragraph 2 of the referent memorandum. The governmental incentive awards system, as we understand it, authorizes cash awards for special achievements. Further, the Agency at one time authorized cash emoluments with award certificates. Despite historical objections in the last several years to cash payments associated with achievement or awards, I believe that the time has come to take a new look at this aspect of the Agency's awards program. If you agree, I will undertake a study and submit formal recommendations.



John F. Blake
Director of Personnel

STATINTL

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DD FORM 13-3701

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PERS 73-4282

14 September 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : Quality Step Increase Program

1. The Management and Services Advisory Group (MSAG) believes the concept of the Quality Step Increase Program is good and that we should continue to reward exceptional performance. However, we have made some preliminary computations which indicate that the Program is costly due to its ongoing nature. The figures show that it costs the Agency more to make an award under the present QSI system than it would to make a lump-sum cash award equivalent to a step increase.. (See Attachments A and B)

2. There were 509 QSI's awarded Agency-wide during FY 73 and more than half of them were at the GS-10 and above level. We believe this volume justifies a review of the Program. We recommend, therefore, that a review be made and consideration given to (a) eliminating the QSI system and substituting a lump-sum cash award, (b) retaining the QSI system but establishing a lump-sum cash award for special achievement, and/or (c) reinstating the monetary provision of the Certificates of Merit and Distinction.

3. MSAG believes also that the regulations should provide additional guidelines and standards to assist supervisors and Heads of Career Services in making recommendations for Quality Step Increases. We recognize the need to keep the regulations simple but more specific standards are needed to insure equitable administration of the Program.

4. We recommend that the following provisions be included in the regulations:

(a) The employee must have at least an overall "Strong" rating on all fitness reports written during the preceding 12 months.

(b) The employee cannot be scheduled for or planning retirement within six months.

(c) The employee cannot be in a Personal Rank Assignment.

(d) The employee cannot have received a promotion during the preceding six months.

(e) The employee cannot have received a previous QSI while assigned to the same position unless the responsibilities have increased or performance has exceeded that on which the increase was based.

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The regulation should stipulate also that a particular assignment (such as a task force), a single accomplishment (such as a special project), or a set of circumstances (such as [REDACTED])

[REDACTED] does not comprise eligibility per se. The criterion "performance must be sustained for at least six months and must give promise of continuing" must be met also. Generally, Merit Awards would be more appropriate for these situations.

Management and Services Advisory Group

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Attachment A

ESTIMATED COST OF QSI FOR TEN-YEAR PERIOD

<u>Nature and Date of Action</u> (Actual)		<u>Grade</u> <u>Including</u> <u>QSI</u>	<u>Grade</u> <u>Excluding</u> <u>QSI</u>	<u>Annual</u> <u>Difference</u>	<u>Pro-rated</u> <u>Cost</u>
PSI	9/10/67		12/4 \$12,064		
*QSI	9/10/67	12/5 \$12,443	12/4 12,064	\$ 379	\$ 431.50
Pay Raise	10/8 /67	12/5 12,989	12/4 12,607	382	286.50
Pay Raise	7/14/68	12/5 13,798	12/4 13,392	406	406.00
Pay Raise	7/13/69	12/5 15,173	12/4 14,727	446	74.00
PSI	9/10/69	12/6 15,619	12/5 15,173	446	111.50
Pay Raise	12/28/69	12/6 16,557	12/5 16,084	473	512.00
Pay Raise	1/10/71	12/6 17,545	12/5 17,044	501	334.00
PSI	9/5 /71	12/7 18,046	12/6 17,545	501	167.00
Pay Raise	1/9 /72	12/7 19,040	12/6 18,511	529	132.00
*QSI	4/16/72	12/8 19,569	12/6 18,511	1058	793.50
Pay Raise	1/7 /73	12/8 20,574	12/6 19,462	1112	741.00
(Projected)					
PSI	9/5 /73	12/8 20,574	12/7 20,018	556	556.00
PSI	9/5 /74	12/9 21,130	12/7 20,018	1112	2224.00
PSI	9/5 /76	12/9 21,130	12/8 20,574	556	556.00
PSI	9/5 /77	12/0 21,686	12/8 20,574	1112	
					<hr/>
					\$6925.00

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Attachment B

<u>Nature and Date of Action</u>	<u>Grade Including QSI</u>	<u>Grade Excluding QSI</u>	<u>Annual Difference</u>	<u>Pro-rated Cost</u>
Actual				
PSI 7/25/71		10/4 12,669		
Pay Raise 1/9 /72		10/4 13,366		
*QSI 4/2 /72	10/5 13,771	10/4 13,366	405	16.50
Promotion 4/16/72	11/4 14,641	11/3 14,197	444	323.00
Pay Raise 1/7 /73	11/4 15,394	11/3 14,928	466	116.50
PSI 4/16/73	11/4 15,394	11/4 15,394		
Projected				
PSI 4/16/74	11/5 15,860	11/4 15,394	466	466.00
PSI 4/16/75	11/5 15,860	11/5 15,860		
PSI 4/16/76	11/6 16,326	11/5 15,860	466	466.00
PSI 4/16/77	11/6 16,326	11/6 16,306		
PSI 4/16/78	11/7 16,792	11/6 16,326	466	466.00
PSI 4/16/79	11/7 16,792	11/7 16,792		
PSI 4/16/81	11/8 17,258	11/7 16,792	466	466.00
PSI 4/16/82	11/8 17,258	11/7 16,792		
				<u>2320.00</u>

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7 NOV 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT: Agency Space Problem

1. The Management and Services Advisory Group (MSAG) has been studying the space problem as it exists within Headquarters Building. We have had a number of meetings with Logistics personnel and our consensus of opinion is that the Office of Logistics is doing all possible to solve the problem within the limits of their authority.

2. Our recommendations to help solve the space problem are as follows:

a. Establish a working panel of a senior representative from each Directorate to advise ~~on~~ who should remain in *the* Headquarters Building and to recommend the priority of moves and relocations of major proportions. The panel recommendations will be forwarded to the Agency Management Committee who will determine the course of action to be taken.

b. Better utilize ~~space~~^{existing} existing space.

(1) Reduce the size of the library. Magazines and newspapers dating as far back as 1966 are stored in library space. Transfer periodicals and books to the Library of Congress or possibly to another Agency location outside of Headquarters.

(2) Consider moving GSA out of the ^{Hqs} Building or consolidating their work area. Possibly relocate GSA to the motor pool area in the West Parking lot and have them work from trucks for the maintenance supplies and routine repair equipment they need.

#1

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possible uses

(3) Examine ~~the feasibility of better utilization~~ of the Hqs. garage space - in view of new garage construction in West Lot.

Kill (4) Consider GSI food service for the Executive Dining Room in lieu of Agency Staff or Contract personnel.

(5) Require offices to budget their own monies for major space renovations. This would subject the offices to financial discipline and provide line and staff reviews by respective Directorate offices and O/PPB. It would also require the office heads to decide where cuts are taken when higher priority projects come along and monies have to be offered up to cover unfunded requirements.

Management & Services Advisory Group

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Space Problem - With a reduction in personnel what space can be vacated?

10/10/73

Draft

The Director of Logistics requested that the Office of Personnel provide statistics on the number of personnel that vacated the Headquarters Building at the end of FY 73. The Office of Personnel has been unable to provide this information. If the information could be provided, a determination might be made on the amount of space which became available, i.e., number of personnel who departed x square feet per person.

On 6 September 1973 the space problem was mentioned to the Director of Logistics who stated that Logistics Services Division was looking into the entire problem.

25X1A

Mr. [] was contacted 6 September 1973 about the space problem and he advised that we could meet with him on 11 September and that at that time he said he would brief us and provide us with a copy of a paper which was sent to all Directorates from the Director of Logistics requesting a complete survey of space requirements.

25X1A

On 11 September we met with Mr. [] He gave us a copy of his memo to all Directorates. A reply was requested from all Directorates by 20 September 1973.

At the moment there are 18 major moves planned for Langley Headquarters Building. These moves will require a period of two years to complete. It is very rare to give everyone what they want. These 18 moves cover a requirement for 24,000 square feet of space.

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b. There are many "sacred cows" in the Headquarters Building such as the Library, gymnasium, EAA Store, etc. Nobody wants to give up these "sacred cows" or even consider reducing them in size in order to free much needed space.

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c. There is no buffer space to house personnel in the Headquarters Building while space is being renovated.

d. Reorganizations have increased space realignments and requirements.

e. Any additional construction at Langley must have approval of the Environmental Protection Agency and local county officials. Fairfax County has complained about the new Agency garage being built at Langley because of possible sewage problems.

f. Not enough flexibility allowed to LSD in suggesting moves. Intelligence Community Staff (ICS) refused to move out of Langley. There is no room

25X1

g. Magazing Building will be vacated in 1975 because the building is not satisfactory particularly from a maintenance standpoint. GSA is looking for additional space.

h. Entire buildings are not available. Many building owners have portions of a building available; however, the Office of Security frowns on leasing only a portion of a building.

i. The Printing Services Division Building was designed for expansion upward; however, lack of funds and the environmentalists have affected any expansion.

j. Agency uses a requirement of square feet per person while GSA allots 88 square feet per person.

25X1

k. Availability of funds. Estimates that each work station renovation costs \$350 on an average.

1. Difficulty in identifying requirements, info
furnished by hearsay, verbal, not enough formal requests
in order ^{for LSO} ~~to plan~~ effectively.

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7 NOV 1973

MEMORANDUM FOR: Deputy Director, Management and Services Area

SUBJECT: Management Briefs

1. The members of the M&S Advisory Group have adopted a "brief" type format to advise you of interesting topics that have come to our attention during conversations with and/or suggestions received from Directorate personnel. The brief speaks for itself and does not warrant a detailed study by advisory group personnel, but can be submitted directly to management for their information or action.
2. Attached are some of the more interesting topics that MSAG feels warrants your consideration.

Management & Services Advisory Group

Attachments:
As Stated

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MEMORANDUM FOR: Management and Services Advisory Group

SUBJECT: Minutes of Meeting - 5 November 1973

1. The following topics were discussed at the meeting:

25X1A a. Space Problem - It was agreed that LSD was doing all that was possible on the space problem but that LSD's authority relative to space is non-existent. [] is to write a "mini-paper" on the space problem.

b. Supergrade and SPS Fitness Reports - Nothing further to report.

25X1A c. Morale and Incentive Study - [] is to meet with [] this week to check criteria for awards, look for a "pattern", etc.

d. Attitudinal Survey - [] stated that a finished product on the entire survey is expected within 2 weeks and he will report on it when he receives a copy of the survey.

2. A report was made by [] on the MSAG papers submitted previously to the DDM&S.

a. DDM&S Slots - Mr. Brownman has not commented yet.

b. QSI Incentives - DDM&S did not agree with MSAG proposal. No further action to be taken.

c. Regulations - Paper received from Mr. [] who commented on the problem. His paper is not very encouraging relative to a solution to the problem. Awaiting replies from others such as Records Control Branch.

3. In addition to the above, the following were discussed:

a. Office Name Changes and Tube System. [] is to submit mini-papers prior to Mr. Brownman's meeting on 13 November 1973.

25X1A

b. Expanded Shuttle System - [] to check further on this subject.

25X1A

25X1A

c. Inter-office Envelopes - It was recommended that "peel-off" labels be used. [] to prepare a paper prior to Mr. Brownman's meeting.

25X1A

d. Establishment of Secretarial and Clerical Career Service - Papers submitted to MSAG by [] Final paper to be prepared for submission to DDM&S.

4. New topics were also suggested and discussed:

25X1A

25X1A

a. Establishment of an Agency Exhibit in Washington, D.C. - Smithsonian Institution was suggested as a site. [] and [] to pursue further.

25X1A

b. State of the Directorate - MSAG feels senior officials should brief employees more often. Cited recent talk by Director of Logistics and OJCS to their personnel. [] to pursue further.

25X1A

c. Assignment overseas of single people and married people with small children to areas with a drug problem. [] is to prepare a mini-paper.

25X1A

d. Assignment across Directorate lines.

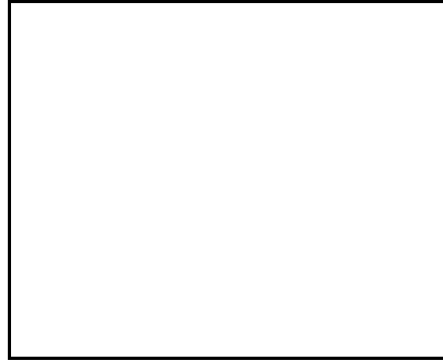
5. [] agreed to serve as co-chairman for November.

6. All future MSAG meetings, unless noted otherwise, are to convene at 3:00 p.m.

7. Mr. Brownman's meeting to be held on Tuesday, 13 November, at 1:30 p.m., Room 7D-32.

8. MBO Presentation, 19 November 1973, Room 1E-74. Members from other Agency Management Advisory Groups will attend.

25X1A



25X1A

17 OCT 1973

Drafts

MEMORANDUM FOR: MSAG Members

SUBJECT: Request for Comments

REFERENCE: a. Establishment of a Secretarial and Clerical Career Service
b. MSAG Brief #1 - Office Name Changes
c. MSAG Brief #2 - Tube System Use

1. Attached are three (3) references covering draft papers on topics to be discussed at our next MSAG meeting, 5 Nov 73, 3:00 P.M. I would appreciate your critical comments on the content and format of each of the papers before the 5 Nov 73 meeting.

2. Receipt of your comments will help in the preparation of a final draft or maybe a completed paper that would go forward to DD/M&S shortly after the meeting.

3. I would also like to receive some "brief" ideas from the other members. Use whatever format you feel meets the "brief" papers purpose.

25X1A

Attachments
As Stated

17 OCT 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT: Establishment of a Secretarial and Clerical
Career Service

STATINTL

1. The Management & Services Advisory Group (MSAG) recommends that priority consideration be given to the establishment of two career services covering secretarial* and clerical employees. MSAG feels the management time for this consolidation and upgrading is right and that there are advantages to both personnel and the Agency if such action is approved.

2. Both career services would encompass approximately [redacted] positions or 32% of the FY74 total Agency position strength. The secretarial career service would have [redacted] positions while the clerical career service would have the remainder or [redacted] positions. We realize this is a break from the traditional career service size, but when compared to the D or MC career service, MSAG feels this increase is still within manageable proportions.

STATINTL
STATINTL

3. MSAG members conducted some informal interviews with clerical/secretarial personnel from our respective offices. Results were:

a. A need for a meaningful career counseling program, both pre-employment, prior to assignment from the "pool" and during their work career.

b. More educational training both in-house and outside courses. Not just refresher courses in shorthand and typing, but secretarial science courses, i.e., Human Behavior in Organizations, Administrative, Records Management, etc.

c. A desire for professional recognition of their contributions similar to other career services.

d. A fair system for competing for job vacancies.

e. A Desire to compete openly for vacancies rather than individually searching for "head room" slots or becoming stuck in a dead-end position.

4. Some additional statistical information provided during the study was that during the last 3 fiscal years the Agency has averaged 760 New Hires and 881 Separations. Roughly 50% of those leaving left because of job dissatisfaction and 50% because of personal or family reasons. Of the total clerical positions 6.1% have some kind of a college degree and many are studying toward degrees.

5. MSAG believes there are advantages to establishment of the career services:

- a. Duties of the same or similar type can be consolidated.
- b. Recognition of profession by a career service.
- c. Promotes uniform career planning.
- d. Provides centralization for job testing, interviews, counseling information and training.
- e. Promotes better personnel management.
- f. Establishes promotion for the best qualified.

We also made note of the disadvantages:

- a. Widens the competition for jobs with "head room" thereby decreasing the incumbents chances for promotion.
- b. Breaks-up, at least, the middle management level boss/secretary relationships of taking the secretary to the boss's new assignment.
- c. Can be too cumbersome to operate.
- d. Initial set-up problems may be too big to achieve the two career services recommended.

6. In summary, MSAG believes the advantages far outweigh the disadvantages and our recommendation should be given your earnest consideration in conjunction with the OP personnel management studies now underway.

Management and Services Advisory Group

* Secretarial includes: Secretary Stenographer; Secretary; Stenographer; Secretary Typist; Clerk Stenographer; and, Clerk Typist.

17 OCT 1973

MEMORANDUM FOR: Deputy Director, Management and
Services Area

SUBJECT: MSAG Brief #1 - Office Name Changes

1. The members of the M&S Advisory Group have adopted a "brief" type format to advise you of interesting topics that have come to our attention during conversations with and/or suggestions received from Directorate personnel. The brief speaks for itself and does not warrant a detailed study by advisory group personnel, but can be submitted directly to management for their information or action.

MSAG Brief #1

2. Problem: The problem is office names and initial changes.

Discussion: This is a constant irritation shared by all registries, couriers, and offices sending and receiving mail. The man-hours loss, time delays and confusion are immeasurable.

Examples: ~~In DBSCT~~

STATINTL

OSA no longer exists, instead we have



Agency wide we have Special Assistants galore.

~~In DBSCT~~

OF has a Chief, Plans and Systems (C/PS)
and a Chief, Planning Staff (C/PS).

OF has a Central Travel (CT) and a Compensation and Tax (CT).

"AD" - Is it Accounts Division (AD), Acting
Director (AD) or Assistant Director? *Applications Div*

CCS - Is it Central STAT
Cover Staff ?

PPB - Is it Planning, Programming and Budgeting
or Professional Placement Branch?

3. Can some method or central place be established where office
names and initial changes are either recorded or cleared to end some
of this confusion?

M&SAG

17 OCT 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT: MSAG Brief #2 - Tube System Use

1. The Management & Services Advisory Group has received a suggestion regarding better utilization of the Tube System that MSAG feels warrants your consideration.

2. A summary of the suggestion points out the delay in mail deliveries caused by the decrease in mail pickups can be overcome by using the Tube System. The majority of Agency offices have tube stations and delivery is quick and efficient. The suggestion ^{gives} an example that the last run from the Hqs. building to other Agency buildings is at 1400, while the last pickup in most offices is 1130. By utilizing the tube to the mail room, your information can make the 1400 run - thereby saving a full 24 hours in delivery time plus eliminating the courier.

3. MSAG recommends the suggestion be considered ^{and that an} ~~and that an~~ Agency-Wide notice ^{should} be circulated advising personnel of the decrease in mail pickups and the advantages of using the Tube System - both for urgent and routine interoffice correspondence.

Management & Services Advisory Group

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18 October 1973

MEMORANDUM FOR: Management and Services Advisory Group

SUBJECT : Minutes of Meeting, 10 October 1973

1. Paper Completed--"DDM&S Control of M&S Positions and Personnel"

STATINTL

2. [] reported on the "Space Problem" and distributed a summary of his and [] findings. Ted will draft a paper and distribute prior to the 5 Nov. meeting. Members should submit comments to Ted by 19 Oct.

STATINTL

3. The paper on "Office Designations" was discussed. Ron [] will draft a paper prior to the 5 Nov. meeting.

STATINTL

4. [] reported on the "Badge Problem." She had met with Mr. [] Office of Security, on 10 Oct. and discussed the procedure for handling badge requests. She reviewed the log maintained by Security and found that badge requests were generally processed in and out within three to four days. The members decided no further action would be taken since the delay seemed to be an internal OTR problem.

STATINTL

5. The DDM&S "Attitudinal Survey" was distributed. [] will discuss the results at the 5 Nov. meeting.

STATINTL

6. [] will write a paper on "Super-grade and SPS Fitness Reports."

STATINTL

7. Partial Agenda for 5 Nov. -- Be prepared for discussion!

- A. "Space Problem"
- B. "Secretarial Career Service"
- C. "Office Designations"
- D. "Attitudinal Survey"
- E. VOLUNTEER(S) needed for paper on "External Training

Policies"

8. Administrative-

- A. Meeting with Mr. Brownman--Tues, 13 Nov, 1:30 p.m., 7D-32
- B. MBO presentation--19 Nov meeting, 4:00 p.m., 1E-74
- C. December Chairman--[]

STATINTL

(Co-Chairman should be one-year appointee)

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15 October 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT: DD/M&S Control of M&S Positions and Personnel

1. The Management and Services Advisory Group (MSAG) strongly believes that the DD/M&S should have primary control of all positions and personnel, not only at Headquarters, but overseas as well. The traditional practice of assigning M&S careerists to positions identified with, and controlled by, other directorates is inequitable in that it significantly limits the DD/M&S in effectively accomplishing long-range planning of directorate personnel resources. This lack of DD/M&S primary control of positions also hampers DD/M&S career planning and developmental efforts for M&S personnel.

2. This problem is an old one, and efforts were made as early as 1964 to rectify it. In a memorandum, dated 15 November 1964, General Carter established Agency policy whereby "positions substantially involved with the performance of support-type functions would be filled from within the M&S Career Service." Although this policy addressed the question of "who" would fill the M&S positions, it left unresolved the matter of "who" would control the positions.

3. We recognize that this problem is a difficult one. There are convincing arguments for maintaining the status quo, and certainly any action to change it would require careful inter-directorate planning and coordination. Nevertheless, we believe the Agency would benefit from the DD/M&S having primary control of all M&S positions in that it would provide for:

- a. Better long-range planning of DD/M&S resources.
- b. Better management control throughout the DD/M&S.
- c. Better qualified and experienced M&S personnel performing M&S functions at Headquarters and overseas.

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d. Better career planning and development for M&S careerists.

4. Accordingly, the MSAG recommends that the DD/M&S initiate action to have Agency policy established which designates the DD/M&S as control authority for all M&S positions and personnel. To accomplish the careful planning and coordination required to establish such policy, the DD/M&S may wish to consider identifying the policy and subsequent implementation as an Agency objective. Incorporation of our recommendation in the Management by Objective (MBO) structure would serve to keep these objectives in focus and lead to their orderly attainment.

Management and Services Advisory Group

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10 October 1973

MEMORANDUM FOR: Management and Services Advisory Group

SUBJECT : Minutes of Meeting, 1 October 1973

1. Members discussed the draft paper on "Assignment and Control of DDM&S Slots." Revisions were suggested and the drafters agreed to submit a revised paper to the members prior to the next meeting on 10 October.
2. Members discussed the format that MSAG should use for all of our papers. It was agreed that we should use the following outline:

I. Statement of Problem
--Begin paper with "MSAG believes that"

II. Discussion of Current Situation

III. Recommendations

IV. Advantages and Disadvantages
--These may be discussed under each recommendation, if more appropriate

STATINTL

3. [] will check into the "Space Problem" and give a status report at the 10 October meeting.

STATINTL 4. [] will schedule a MBO briefing for the meeting on 5 November.

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[]

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19 September 1973

MEMORANDUM FOR: Management and Services Advisory Group
SUBJECT : Report of MSAG Activities for First Two
Months of Existence

A. Papers Completed

1. Quality Step Increase Program.
2. Review of Agency Regulatory System with Primary Emphasis on Recommendations to Expedite Publication of Agency Regulations.

B. Projects Being Studied

1. Assignment and Control of Overseas Slots Occupied by DD/M&S Personnel.
2. Career Development and Career Opportunities for Clerical Personnel, *incl Registry Clerks*
3. Review of Merit Award Program.
4. Space Problem. *Joe*
5. Delay in issuing badges to contract *or vendor* personnel.

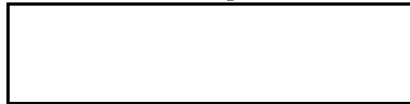
C. Projects Eliminated or Deferred after MSAG Consideration

- Assign - Patsy*
Assign
1. Assignments across directorate lines.
 2. Reduction in number of Career Services. *How many people should Career Service man. ago*
 3. Assignment of a middle manager to the office head for exposure to problems at the office level. *what about realignment*
- delete* Possible closing of Ames Building Cafeteria.
- delete* Computer bank for matching employee qualifications with job requirements.
- delete* Study of whether Voluntary Investment Plan should be retained and, if so, how does it pay its own way.

SUBJECT: Report of MSAG Activities for First Two Months of Existence

7. More flexible hours to encourage car pools.
 8. ~~Payment policy for~~ External training *policies in each directorate use*
 - ~~delete~~ 9. Elimination of coats and ties during summer months.
 - ~~delete~~ 10. Method of establishing priorities for property requisitions.
 11. Develop profit and loss criteria for motivation and performance evaluation.
- D. Meeting with Jack Blake, Director of Personnel and other members of the Personnel Approaches Study Group has been scheduled for 24 September.

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19 September 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : Review of Agency Regulatory System with
Primary Emphasis on Recommendations to
Expedite Publication of Agency Regulations

1. Currently, the Regulations Control Staff, DD/M&S, receives a monthly average of 37 proposed revisions to Agency regulations. Since the Agency has been in existence, we have had a significant problem relative to these revisions not being published within a reasonable length of time.

2. In our review of Agency regulations, we have encountered the following significant problems in the publication of regulations:

a. There is often an inordinate period of time between the origination of a suggested revision and its final publication and dissemination. This period could vary from 3 months to 3 years. Because of this time lag, the effective date is often months prior to the publication date. STAT



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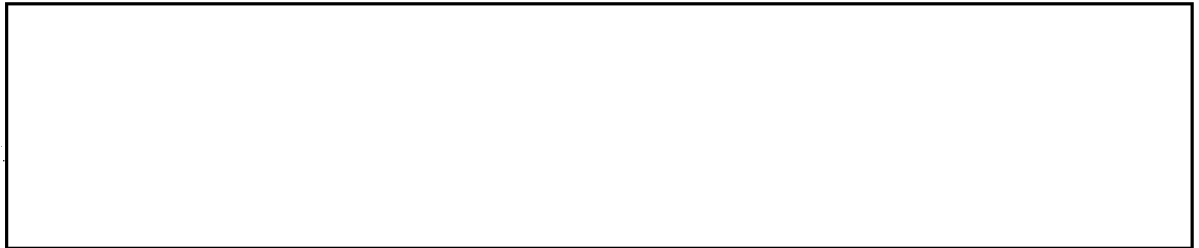
Approved For Release 2003/01/27 : CIA-RDP81-00261R000600050009-6

SUBJECT: Review of Agency Regulatory System with Primary
Emphasis on Recommendations to Expedite Pub-
lication of Agency Regulations

3. As a result of our analyzing the problems, we feel that the following recommendations should be adopted:

a. Set a deadline for coordinating regulations prior to publication. As changes are recommended from the various Directorates, these changes should be sent promptly to other Directorates for coordination prior to publication. If no response is received from a Directorate, the negative response should be considered as concurrence and publication should be initiated promptly.

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d. Designate the DD/M&S as the authenticating officer on all regulations to expedite publication. Designation of one authenticating officer would encourage coordinators to respond more quickly during the coordination process.

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f. Delete from the regulations as many of the Agency cryptonyms as possible.

4. Chief, Support Services Staff, DD/M&S, in his memorandum dated 14 May 1973 to the DD/M&S, recommended that a task force be established within the DD/M&S to study the problems encountered in the publication of the revisions to the Agency regulations. We concur with this recommendation but further recommend that officers from the DD/O, DD/I, and DD/S&T also have members assigned to this task force.

Management and Services Advisory Group

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DD/M&S 73-4196

24 OCT 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : Agency Regulatory System

REFERENCE : Your memorandum of 29 September 1973

My comments on the recommendations of the Management and Services Advisory Group are given in the attachment. I agree with one of the recommendations, agree conditionally with another, disagree with four, and would need further information in order to respond to the seventh.



William E. Nelson
Deputy Director for Operations

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Attachment

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Approved For Release 2003/01/27 : CIA-RDP81-00261R000600050009-6

Attachment

Recommendation No. 1 (Para. 3.a.)

(Set a deadline for coordinating regulations prior to publication. As changes are recommended from the various Directorates, these changes should be sent promptly to other Directorates for coordination prior to publication. If no response is received from a Directorate, the negative response should be considered as concurrence and publication should be initiated promptly.)

Comment:

The setting of a deadline is not new. The Regulations Control Staff has been doing that for a long time. We have no objection to such a practice. However, we don't like an unqualified policy that, if no response is received from a Directorate by the specified date, the non-receipt of a response should be considered as concurrence. The only way this would be acceptable would be (a) if deadline dates were reasonable and (b) if the deadline could be changed when necessary by an interim response indicating that additional time was required and a reply would be forwarded later. We would not agree with any procedure which would or could deny us a reasonable opportunity to review and comment on proposals.

The recommendation implies that Directorate replies are often long delayed. That may be so, but the Operations Directorate seems to have been doing pretty well in meeting the deadlines set by the Regulations Control Staff. Our records show that, during the nine months from 1 January to 30 September 1973, we received 90 proposed issuances for concurrence or comment. (This total does not include a number which were received for information and possible comment, for which a reply was not requested, but which nevertheless had to be reviewed; it does include a few such on which we forwarded comments.) Of these 90, our reply was forwarded by or before the deadline date in 37 cases, within 1 day of the deadline date in 15 cases, within 2 days in 11 cases, within 3 days in 6 cases, within 4 days in 6 cases, within 5 days in 4 cases. In 11 cases our reply was not forwarded until 6 or more days after the deadline date. Bearing in mind that in many cases the deadline date did not allow very much time, this doesn't seem to be a very bad record. In most instances of delay, the draft raised questions which required additional time to resolve.

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We would like to repeat an observation which has been made in the past, namely that the coordination process would be facilitated, at least so far as the Operations Directorate is concerned, by spacing the circulation of drafts so that a number are not forwarded at or about the same time. During a recent period of 5 workdays, for example, we received a total of 10 sets of papers, consisting of proposed revisions of 17 publications, totaling some 75 pages. Three of the publications were received for authentication, the others for concurrence or comment. Such a concentration of papers makes it difficult to handle all of them with dispatch.

One thing which we believe should be kept in mind in all of this is the fact that revision of a regulation does not automatically become a matter of pressing urgency just because a component proposes it. While there are many revisions which should be processed for publication at as early a date as possible, there are a goodly number which seem to merit little if any priority.

Recommendation No. 2 (Para. 3.b.)

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DD/M&S 73-4154
PPB 73-1269

23 OCT 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT: Review of Agency Regulatory System with Primary
Emphasis on Recommendations to Expedite
Publication of Agency Regulations

REFERENCE: Memo dated 19 September 1973 to DD/M&S
from Management and Services Advisory Group,
Same Subject

1. Reference memorandum has been sent to me for comment in view of the fact that I once served as Chief of the Regulations Control Staff. I urge that my response be used with some caution, for I left the Regulations Control Staff in late 1969, and although I have continued to be interested in its work and of course have dealt with its product, there has been little opportunity to review its current procedures. You may find, therefore, that in my comments I am reflecting information which is somewhat out of date.

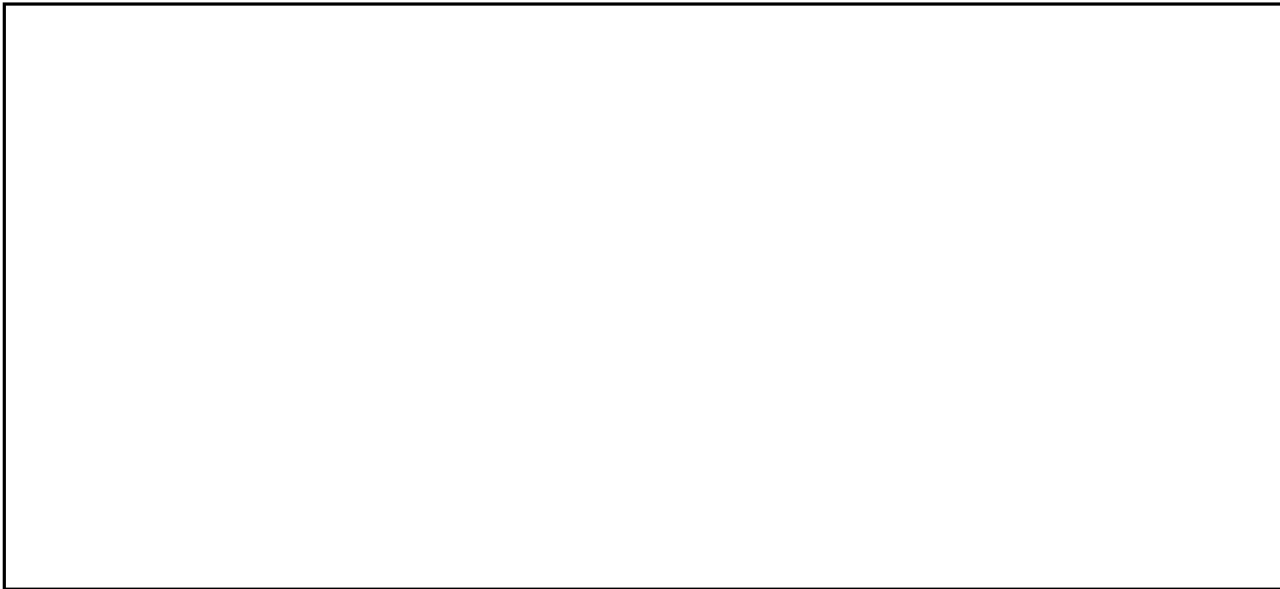
2. In its first recommendation the Advisory Group would have us set deadlines for coordinating regulations. I find the recommendation somewhat naive in that it does not adequately differentiate between routine changes and those changes which impinge in some degree upon basic Agency policy. In a continuing effort to speed the coordination process, we adopted several years ago the practice of submitting some regulatory changes on a "holler-if-you-don't-like-it" basis. This technique, which [] current Chief of RCS, tells me is still in use, works when the change is purely utilitarian, but it cannot be used on a wholesale basis. Some regulatory proposals are too intimately related to operating policies and procedures to be approved without careful study and analysis by those most affected, and the analysis inevitably delays coordination. I found during my time as Chief, RCS, that the only practical way around this dilemma was constant personal

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involvement in the coordination process. I believed then and I continue to believe that the quality of the personnel assigned to RCS is the real key to relatively speedy coordination.

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4. The Advisory Group's next recommendation has to do with the consolidation of the Publication Control Group, DD/O, with the Regulations Control Staff. This is a tired idea, frankly, and has been put forward periodically as a possible solution to the difficulty that RCS has always had in its dealings with the Chief of the Publications Control Group, Mr. [REDACTED]. In fairness it must be said that those difficulties arise because of Mr. [REDACTED] great dedication to what he believes to be the interests and requirements of the DD/O. He is saddled with a thankless task, given too small a staff for the jobs he is expected to do, and inevitably he becomes a bottleneck in the orderly and timely coordination of regulations sought by RCS. I have a large respect for the quality of the contribution made by Mr. [REDACTED] although he and I have disagreed probably many more times than we have agreed on points at issue in the regulations. He has an encyclopedic knowledge of the regulations and there have been many times when his perceptive analysis of a proposed change has saved us from making changes which would have been counter-productive or which, taken by themselves, would have led to inconsistencies in the regulatory system. The difficulties between the two staffs have arisen because of more fundamental differences between the Operations Directorate and the rest of the Agency. The answer

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to speedier coordination of regulations lies in the elimination of these policy differences, not in the amalgamation of staffs whose jobs require them to defend competing policies. The merger of these two staffs would not, in fact, improve the existing situation; if the Operations Directorate felt that its interests were not being protected by the combined staff, it would establish a new review echelon which would do the job which has been done in the past by the Publication Control Group.

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6. I understand that the next recommendation of the Advisory Group, having to do with dissemination of handbooks without coordination or with reduced coordination requirements, is an idea which has been put forward by Mr. [] The acceptability of this proposal would be clearly contingent upon scrupulous adherence by RCS to its commitment to use the practice only for procedural handbooks implementing a previously coordinated regulation. Within that limitation I think the idea has considerable merit.

7. It is easy to concur as well in the last of the Advisory Group's recommendations which has to do with deletion of Agency cryptonyms from the regulations. It has, in fact, been long-standing practice to try to keep the use of cryptonyms to a minimum; no one is more aware than the personnel of RCS of the sudden obsolescence of a regulation because the cryptonyms on which it relies have been replaced. I might take this suggestion one step further: in this day when we are being more serious about the use of classification, why not consider page-by-page classification of the regulations, leaving unclassified those which have to do with routine matters not reflecting unique Agency activities?

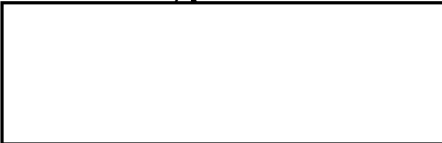
8. In its closing paragraph, the Advisory Group concurs as do I with the recommendation that a task force be established within

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the DD/M&S to study the problems of coordinating regulatory issuances. I also agree with the Group that such a task force have representation from other Directorates. My experience with the regulatory process, however, leads me to expect only incremental improvements in the process as a result of the work of such a task force.

9. I'm sure the comments above reflect my modest expectations; having spent the better part of two years wrestling with this particular problem, I have come to respect it as one of the more tenacious of those facing this organization. Steps such as those discussed above will help, but I concluded some time ago that the best we can expect is amelioration of the problem. It will not go away.

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Chief, Management and Services Group
O/PPB

Distribution:

Orig - Addressee

1 - DDM&S Registry

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27 SEP 1973

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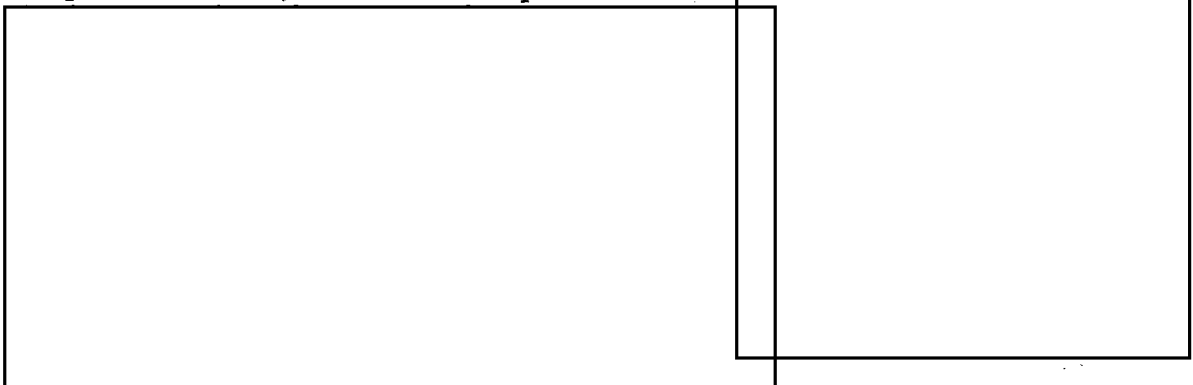
There are two fundamental problems which deter the timely publication of Agency regulations and handbooks. Regulations and handbooks must be fully coordinated before they can be authenticated, and they are authenticated by two officers, the DD/M&S for headquarters issuances [REDACTED]

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It is well known that coordination takes an inordinate amount of time, and that the principal culprit in timely coordination is the Operations Directorate. Most will agree, however, that the Operations Directorate has more interest in most issuances than the other directorates and coordinators. Because of this, coordination time frames are established to give the DDO ample time in which to coordinate (much longer than it would ordinarily take). Although DDO Publications has agreed to these time frames, very seldom do they meet the deadlines. Obviously, this is not the solution. Perhaps the Agency should therefore follow the practice of State Department in publishing their directives. That is, given a realistic time in which to complete coordination, failing to reply in the affirmative or with comments, or request an extension of time, would be taken as concurrence. In most cases this would eliminate the practice of one coordinator holding up the entire process. The coordination system as it now works permits one coordinator to pocket veto a proposal by simply failing to coordinate.

To accomplish the timely publication of regulations and handbooks, there can only be one authenticator of Agency publications; and that person should be the DD/M&S. I believe this has merit because it is the headquarters regulation that establishes policy, sets responsibilities, and outlines procedures.

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Another longstanding problem is one of resolution of differences. This problem becomes especially difficult when there is a disagreement on policy among directorates. Regulations Control Staff attempts to act as mediator in such instances but except for prodding the principles concerned there is little that the staff can do. These differences result primarily from incomplete staff work on the part of the originators, usually functional offices of the DD/M&S. Although informal coordination does take place before proposals are submitted to Regulations Control Staff, policy questions often result once the proposal is placed in coordination by Regulations Control, and there is little enthusiasm on the part of the originating office to resolve differences. This is understandable, however, since the DD/O seldom if ever gives in on a point, although from a management standpoint they could be entirely wrong.

Currency in regulations also is a responsibility of the office or directorate concerned. Although Regulations Control Staff may have the overall responsibility for managing the regulatory system, RCS does not have the technical expertise to know when regulations are not consistent with policy, practice, etc.

Handbooks are subsidiary to the regulations and are usually more technical and detailed. Their purpose is to outline procedures, not to establish policy and set responsibilities. They are used primarily to standardize procedures necessary to carry out Agency policy. These too receive full coordination, and authentication by the DD/M&S and the DD/O. Because the handbooks go into considerable detail, it usually takes longer to coordinate a handbook or a revision to a handbook than any other Agency regulatory issuance. Since these publications are technical and subsidiary to the regulations, I see no reason why handbooks could not be authenticated by the DD/M&S, by the office concerned or by the directorate concerned.

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-3-

Generally, I agree with the recommendations made by the Management and Services Advisory Group (MSAG) in their memorandum of 19 September 1973.

A. I agree with recommendation A. However, to consider no response as concurrence may be wishful thinking under present authentication arrangements. This could be an effective tool only if all regulations were authenticated by the DDM&S. Time frames will help, but knowing how the DDO operates they will simply request extensions of more time, and this could go on for months if not years, were an ultimate date not set.

B. I agree.

C. I do not see this as practical. DDO Publications has responsibilities in addition to those of coordinating on Agency regulations. I doubt whether the DDO would want to separate these responsibilities and place regulation responsibility under RCS. If DDO Publications were to come under RCS, then would not other directorate publications staffs come under as well. I would think not.

D. I concur.

E. This sounds fine, except that the majority of handbooks concern matters involving the functional offices in the DDM&S, and, at the same time, are used for management of overseas stations and bases. Therefore, they are of concern both to the DDM&S and the DDO. To have both Deputy Directors authenticate these handbooks would leave us where we are today.

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With regard to paragraph 4 of the memorandum, I see little that would be gained from such a task force.

Although not mentioned by MSAG, maybe a few comments on the philosophy of Agency regulations is appropriate. When compared to regulations and directives published by other agencies such as Department of State, Agriculture, Defense, etc., our regulations are miniscule. For example, the DOD personnel handbook alone contains more material

ADMINISTRATIVE — INTERNAL USE ONLY

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than all our regulations combined. In other agencies there is little opportunity for decision making inasmuch as most, if not all, rules are spelled out in the regulations. This is not so with regard to Agency regulations. Our regulations are used primarily as guides, and decisions are often based on precedence, experience, sound judgment, logic, and sometimes good commonsense, within these guides. This, in effect, separates administrative officers from clerks, and non-M&S personnel. (At least this has been my experience.)

The other extreme to regulations is to have no regulations at all. I fail to understand, however, how any large organization, especially our organization, could operate without directives of some kind.

Our regulations are developed in several ways. Direction from the top, i.e., Management Committee, proposals from the bottom up, practice, and trial balloons in the form of notices. Those coming from the top may or may not be coordinated, depending on the desires of top management. All other proposals are coordinated, and if concurred in, authenticated. The latter is usually pro forma. (This is as it should be, if proper staff work is done beforehand.)

Also, MSAG failed to include any comments on regulation format. (Maybe they are satisfied with the present format, or had no comments to offer.) Be as it may, given the purpose, the size and content of Agency regulations, I believe the present format and manual dimensions have served the Agency well.

[REDACTED]

regulations are designed for easy reference, and if a person is persistent he usually can find what he wants. If serious consideration is being given to a general overhaul of Agency regulations, however, format should definitely be considered.

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[REDACTED]

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19 September 1973

MEMORANDUM FOR: Management and Services Advisory Group

SUBJECT : Meeting: 17 September 1973 - 1700 Hours
4-E-05 Headquarters

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1. [] were elected cochairmen for the months of October and November 1973.

2. Regular meeting dates were established as the first and third Monday of each month at 1500 hours and 1700 hours, respectively. Special meetings may be called at the discretion of the cochairmen. All meetings will be in room 4-E-05 Headquarters unless members are notified otherwise.

3. The meeting with Mr. Brownman on September 20 at 1100 hours in room 7-D-32 Headquarters was discussed. It was agreed that a MSAG progress report should be prepared by the cochairmen. Members should be prepared to discuss their individual project with Mr. Brownman.

4. Members were advised that Mr. Blake, Director of Personnel, had requested a meeting with MSAG on 24 September at 1500 hours in room 5-E-60 Headquarters to discuss the Agency Career Program. A paper written by Mr. Blake, "Supplemental Guidance in Preparation for Discussion with the Personnel Approaches Study Group", was distributed to members. Members are encouraged to become familiar with this paper and be able to offer constructive suggestion in this first opportunity to function in an advisory capacity.

5. Members were asked to give their reaction to a proposal being studied by the Office of Finance to require all salary checks to be mailed to the employees bank or home. The consensus was expressed that OF should adopt the policy without further study.

6. A member suggested that MSAG study the problem of delay in issuing badges to contract personnel after a top secret clearance had been approved. Delays of several weeks were often encountered. [] will look into the

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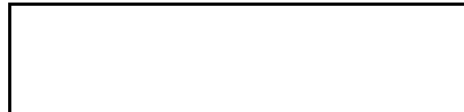
SUBJECT: Meeting: 17 September 1973 - 1700 Hours
4-E-05 Headquarters

problem. A decision to add this topic to the list of projects under MSAG study was delayed until the next meeting.

7. A member suggested that MSAG recommend the elimination of Fitness Reports (or memo in lieu of Fitness Reports) for Scientific Pay Scale personnel. This suggestion will be held in abeyance until after our meeting with Mr. Brownman.

8. Committee members reported on two papers nearing completion: (1) Assignment and Control of Overseas Slots Occupied by DD/M&S Personnel and (2) Review of Agency Regulatory System with Primary Emphasis on Recommendations to Expedite Publication of Agency Regulations.

9. Next regular meeting will be at 1500 hours on 1 October 1973.



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16 AUG 1973

MEMORANDUM FOR: Management and Services Advisory Group

SUBJECT : Meeting: 14 August 1973 - 1500 Hours
4-E-05 Headquarters

1. This was the first meeting at which committee members reported on the topics under their consideration. Committee members had done considerable work and MSAG is "off the ground".

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2. The cochairmen were asked to talk with Mr. [] to advise him of our progress and ask if there were any problems the DD/M&S would like MSAG to consider.

3. Our next meeting was set for 6 September 1973 at 1500 hours in room 4-E-05 Headquarters at which time the committees should have draft position papers for MSAG review and consideration. If papers are ready they should be forwarded to all members for review and comments prior to our 6 September meeting.

[]

Cochairmen

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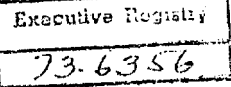
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24 July 1973

DD/MAS 73-4002

MEMORANDUM FOR: Executive Secretary, CIA Management Committee

SUBJECT : Directorate Management Groups

1. The Management Advisory Group has been asked to comment on the relationship which should exist between the MAG and the recently formed Directorate management groups.

2. The MAG recognizes the Directorate management groups as sovereign bodies. They exist independently of the MAG, and presumably will be responsive to the needs of their components and the guidance of their respective Deputy Directors.

3. The MAG members, individually and as a committee, will attempt to respond positively to any request for advice or cooperation from the Directorate management groups. However, the MAG is reluctant at present to suggest any formal liaison or coordination requirements.

4. The MAG understands that former MAG members may serve initially with the Directorate management groups. Informal relations between the MAG and the other management groups should develop naturally if this practice is followed. The MAG will continue to monitor the development of relations between the groups, and may have some additional suggestions to offer in the future.

MANAGEMENT ADVISORY GROUP

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17 July 1973

MEMORANDUM FOR: Management Services Advisory Group

SUBJECT : Meeting - 19 July 1973, 1600 Hours
O/PPB Conference Room 6-E-0708 Hqs.

1. The following items have been placed on the Agenda for our Thursday meeting:

- a. Selection of second Cochairman
- b. Establishment of length of terms of Cochairmen
- c. Review of MAG activities
- d. MSAG records retention.

2. It has been suggested that MSAG discuss the following topics to determine whether they wish to make a study and prepare a position paper.

- ✓ a. DD/M&S assigned actual slots overseas *for* STATINTL
- b. Assignments across directorate lines
 - (1) ~~Reduction~~ in number of Career Services
 - (2) Assign a middle manager to the office head for exposure to problems at the office level
- c. Possible closing of Ames Building cafeteria
- ✓ *Row*
Rick d. Computer bank for matching employee qualifications with job qualifications *Vacancy notices, Career development, Clerical personnel*
- e. Study of whether Voluntary Investment Plan should be retained and, if so, how does it pay its own way?
- f. Flexible hours of work to encourage car pools
- g. Payment policy for external training
- h. Elimination of coats and ties during summer months

SUBJECT: Meeting - 19 July 1973, 1600 Hours
O/PPB Conference Room 6-E-0708 Hqs.

- i. Method of establishing priorities for property requisitions
- ✓ j. Recommendation to eliminate bottleneck in Publications Control Group, DD/O *for + Earr*
- ✓ k. Review QSI program, *merit, employee morale* *Low Barb Salary*
- ✓ l. Develop profit and loss criteria for motivation and performance evaluation.

✓ m. Space Allocation *sd*

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Cochairman

contract employees

Hot line - each office (or directorate)

MR. BROWNMEN'S REMARKS TO THE FIRST MEETING
OF THE MANAGEMENT AND SERVICES ADVISORY GROUP

12 July 1973

Mr. Brownman conceives of the MSAG as a "management conscience", a managerial device with great potential. The group's function is not to provide god-like answers, but to raise questions ("should this be as it is" and "should we do something about it"). In charging the MSAG with its responsibilities, he assured us that all assets of the Directorate would be made available to MSAG. For example, we will not have to dig out our own statistics; the Office of Personnel will provide them for us. If he had his preference, MSAG would be a solely voluntary group. He sees as one of our tasks to sell the MSAG to the rest of the Directorate so that in the future people will volunteer for the assignment. Despite this public relations task, however, the group's purpose is not to make friends but to look coldly and objectively at the problems of the Directorate. If we are criticized for being a "company union", ask the critics to join us. We will have direct access to office directors and their deputies and should take advantage of this access. In sum, Mr. Brownman strongly endorsed the concept of a MSAG and promised his

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DD/M&S 73-2688

3 JUL 1973

MEMORANDUM FOR: Director of Personnel
SUBJECT : Management and Services Advisory
Group (MSAG)
REFERENCE : DD/M&S Admin Instruction No. 73-11,
dtd 15 Jun 73

The Deputy Director for Management and Services
has approved your nominee, Miss [REDACTED] to STATINTL
serve for a period of six months on the MSAG. She
will be contacted directly about the initial meeting.

/S/ [REDACTED]

STATINTL

Executive Officer to the
Deputy Director
for Management and Services

cc: Miss STATINTL [REDACTED]

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ADMAG

Administration Management Advisory Group

The ADMAG was established on 2 July 1973 as a forum for continuing dialogue between senior management and employees. It is composed of nine members, one from each DDA office and one from the Administration Career Service. Members are generally from the age group 30-45 and from grades GS-11 through GS-14. The tour of participation is for one year, with one-half of the membership rotating semi-annually. The group meets at least once each month, most often during non-duty hours.

Under the original guidelines, the purpose of the group is to study issues and problems affecting the Directorate and to make recommendations for improvement. While suggestions from employees are welcome, the Group is instructed to avoid personal grievances since grievance procedures are already available. If you have an Agency, Directorate, or office level idea or an honest criticism that you would rather not pursue personally, perhaps ADMAG can assist you.

ADMAG has no formal production responsibility, nor is it intended to replace existing formal command channels. In its first year, ADMAG approached issues and problems with in-depth research reports to the DDA. However, as a result of advertising its existence, interaction with

Directorate management and through presentations at "Trends and Highlights" (an excellent source for feeling the pulse of employee concerns), the Group has become involved with more and broader issues. Consequently, new procedures have been devised to handle this increased activity. Issues or problems are now thoroughly screened in an effort to determine appropriate action and then recommendations in the form of brief memoranda are forwarded to the DDA for his consideration, thus permitting the Group to focus its efforts on a greater number of issues having Agency, Directorate and office wide impact.

Of course, not every item considered by the ADMAG has resulted in a demonstrable change in policies or functioning of the DDA, nor has every item investigated culminated in a suggestion for action to the DDA. In the majority of these cases, investigation showed that efforts were being made elsewhere to satisfy the particular need. However, no item is ignored, since in many instances the discussion of these issues does stimulate interest and action on the part of the responsible component or individual.

The importance of good communication cannot be over stated and the key to good communication is the ability of people to level with one another. ADMAG offers an excellent forum for opening the informal lines of communication, upward, downward and horizontally, throughout the DDA.

Through the ADMAG, employees have an opportunity to directly

exchange views or offer honest criticisms to the DDA; anonymously if so desired.

Some items that appear on a review of past ADMAG minutes are: VIP Price Information; Honor and Merit Awards; Drug and Alcohol Abuse and Prevention Programs; Applicant Processing Procedures; CIA Exhibit Displays; Fitness Reports; Parking at Non-Headquarters Sites; Small Car Parking Lanes; After Hours Security Checks; Flex Hours; Non-Profit Transportation Association; and Employee Concerns Over Vacancy Notices. The DDA feels that ADMAG's contribution to these items and the other issues it has addressed is a helpful "sounding board" and communications link to the employees in the Directorate.

In addition to ADMAG, many of the offices within the Directorate have their own Management Advisory Group organized for the purpose of examining issues and problems at the office level. Similar MAG organizations may be found in the other Directorates; and finally, there also exists a DCI/MAG.

Following is a list of your current ADMAG representatives, through 1 January 1977:

<u>Office</u>	<u>Name</u>	<u>Room</u>	<u>Extension</u>
MG Career Sub-Group			
Communications			
Finance			
Office of Data Processing			

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